I. GENERAL INFORMATION

Course Title: SUPERVISION AND LEADERSHIP
Code Number: BADM 6090
Credits: 3
Term: 
Professor: 
Office Hours: 
Phone Number: 
E-mail: 

II. DESCRIPTION

Behavioral science research related to the functions and duties of management personnel with emphasis on line supervision. Role playing in supervisory problems.

III. OBJECTIVES

At the end of the course the students will be able to:

1. Define supervision and the role of the supervisor in a challenging business environment.
2. Explain the challenges in supervising a diverse workforce.
3. Define supervisory functions and responsibilities in a business organization.
4. Describe the diverse skills that effective supervisors must possess.
5. Describe the human resources management tasks related to the supervisory function and the legal issues involved in workplace dynamics.
IV. COURSE CONTENTS

A. Foundations of Supervision
   1. Modern Supervision Challenges
   2. Productivity
   3. Teamwork
   4. Ethics
   5. Diversity
B. Functions of the Supervisor
   1. Goal Achievement
   2. Organizing
   3. Leadership
   5. Problem Solving and Decision Making
C. Skills of the Supervisor
   1. Communication
   2. Motivation
   3. Counseling and Discipline
   4. Time Management
   5. Stress Management
   6. Conflict Management
   7. Change Management
   8. Supervision and Human Resources
   9. Personnel Selection
   10. Orientation
   11. Training
   12. Performance Appraisal

V. ACTIVITIES

A. Assignments

Assignments consist of a self analysis and short discussion questions.

1. Self Analysis:

   This learning activity consists of self tests that help students determine and/or confirm personality traits, values, attitudes and skills. This knowledge will enable students to better understand themselves and their own behavior within groups and organizations.
2. Discussion questions

The short essay questions provide students the opportunity to review critical supervision and leadership concepts. Their aim is to confirm that students master supervision and leadership theory and are prepared to apply this knowledge to real life and/or hypothetical situations within working environments.

B. Case Analyses

Case problems are designed to give the student an opportunity to apply theoretical concepts and principles to a true-life situation. When reading a case, follow these steps to help you think through the problem and prepare a logical analysis:

1. Recognize the real problem:

   Read the entire case to understand what it is about. List the key facts. Examine those facts and try to isolate the symptoms and define the causes.

2. Determine what organizational concepts and issues are involved:

   Define the issues and the theories that may be applied to the specific situation.

3. After evaluating the causes and the principles, decide on possible courses of action to correct the situation:

   List all possible actions and analyze each one in terms of its chance of correcting the situation, how it may solve the problem; how feasible is the action; what problems may arise in implementing the action; what happens if it fails, what problems may arise even if the action corrects the situation.

The written report to be submitted should be prepared according to the following outline:

- Background & Summary of Relevant Facts
- Problem Identification
- Suggested Course of Action
- Justification for Recommended Action Plan
The solution provided for the case studies should be supported by bibliography on supervision and leadership issues, theories, and models.

D. Group Exercises

Group exercises provide the students an opportunity to analyze and apply supervision and leadership theories, concepts and principles while experiencing group dynamics.

E. Peer Evaluations

An evaluation form is provided so that each student will inform about the collaboration/contribution provided by each classmate in the group dynamics. These evaluations are important and strictly confidential between each student and the professor.

Course Requirements:

The lessons must be completed by the deadlines. Student must work on each lesson within the time frame provided for it. Students must complete all the study sessions included in the Table of Contents icon and posted on the Calendar. Students must report each study session learning activities according to the detailed instructions included in each study session.

The student will augment the lesson plan with additional readings, as needed, to expand and clarify his/her knowledge of the topics.

As part of the grading process for class participation, group exercises and corresponding discussion forums will be scheduled and posted on the Discussion section. They will be based on the application of Supervision and Leadership theories and concepts to the general organizational environment. Participation in group exercises and interactive discussions among students is required to earn full credit.
VI. EVALUATION

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Punctuation</th>
<th>% of Final Grade</th>
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<tbody>
<tr>
<td>Assignments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Analysis</td>
<td>100</td>
<td>25%</td>
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<tr>
<td>Short Essay Questions</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Case Analyses</td>
<td>300</td>
<td>25%</td>
</tr>
<tr>
<td>Group Exercises</td>
<td>600</td>
<td>25%</td>
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<tr>
<td>Peer Evaluation</td>
<td>100</td>
<td>10%</td>
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<tr>
<td>Final Test</td>
<td>100</td>
<td>15%</td>
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Grade Definitions

A = An excellent performer who actively participates in class discussions. Has sharp insight into the material and presents thoughtful ideas and questions. Writes logically and clearly. Integrates concepts and information learned at this and other courses. Exceeds the minimum requirements of the course.

B = Grasps subject matter at a level considered to be good or very good. Actively participates in class discussions. Writes well and produces high quality work. Demonstrates a relatively high level of knowledge and understanding of class material.

C = Demonstrates some comprehension of the subject matter but accomplishes only the minimum requirements. Displays little or no initiative. Communicates at a barely acceptable level.

F = Quantity and quality of work is below average and not acceptable.

VII. SPECIAL NOTES

A. Special Accommodations

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro’s Student Center.
B. Plagiarism

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student’s Rules and Regulations handbook.

Inter-American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read Chapter 5, Article 1, Section B.2c of the Student’ Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

A. Use of Electronic Devices

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

VIII. LEARNING RESOURCES

Textbook:


Audiovisual and Electronic Resources:

www.mhhe.com/certo8e -- Certo’s Online Learning Center
IX. BIBLIOGRAPHY

Books:


Journals and Newspapers:

Academy of Management Journal
Academy of Management Review
Caribbean Business
Fortune
Forbes
Harvard Business Review
Human Resource Management
Human Resource Management Review
Journal of Applied Behavioral Science
Journal of Applied Business Research
Journal of Applied Management
Journal of Applied Behavioral Science
Journal of Applied Psychology
Journal of Business Ethics
Journal of Management Studies
Journal of Management Development
Journal of Organizational Computing
Journal of Social Psychology
Management Today
Management Science
New York Times
Organizational Behavior and Human Performance
Organizational Dynamics
Personnel
Personnel Administration
Electronic Resources:
Society of Human Resources Management -- www.shrm.org
Organizational Behavior Division of the Academy of Management --
www.buec.udel.edu/OBWeb/
Environment Protection Agency -- www.epa.gov
Corporate Watch -- www.corpwatch.org/trac/globalization
Center for Innovation in Public Responsibility -- www.cicr.net

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